



Homepage Journal: <https://jurnal.unismuhpalu.ac.id/index.php/JKS>

The Impact of Motivation Towards Employees Turnover at Pt. Sumatra Raya Sari Medan

Felix Leonardi¹, Sri Aprianti Tarigan², Elyzabeth Wijaya³, Susanto⁴, Benny Lim⁵

¹⁻⁵Institut Bisnis Informasi Teknologi dan Bisnis

*Corresponding Author: Email : felixleonardi2022@gmail.com

Artikel Penelitian

Article History:

Received: 05 May, 2026

Revised: 25 Jun, 2026

Accepted: 30 Jun, 2026

Keywords:

Motivation, Employees' Turnover

DOI: 10.56338/jks.v9i7.11834

ABSTRACT

There are many kinds of motivation that manager can give to the employees. Not every employee are motivated by money, some are being motivated by other non financial motivation, such as facility, working hours, working environment. Due to the concept of law of individual differences, different people react to different incentives in different way. This means that people differ in personality, ability, values, and needs, and these differences manifest themselves in different reactions. Based on company sources, the last few months many employees who resigned from the job, and have not even had time to replace the company's employees who perform this turnover, some employees who still work also shows that there are indications the same, namely a desire to resign or get out of a job. The employees want more financial motivation by the company. The problem identification in the company Is there any impact between motivation towards employee's turnover in PT. Sumatra Raya Sari Medan?" The writer will use the total population in PT. Sumatra Raya Sari Medan is 60 employees. The writer uses Arikunto Sampling theory. The sample size is 60. The writer uses census sampling technique which the writer takes all population as sample. In analyzing data, the writer used some methods such as data descriptive, the validity test, the reliability test, the correlation test, the determination test, linier regression, and the hypothesis test. According to the result calculation data through the answers of the respondents, the writer got the result of 0.92 which means motivation has a significantly strong impact towards employees' turnover at PT. Sumatra Raya Sari Medan. From the calculation of determination test, the writer got $z_{count}=7.07$. The $z_{count} > z_{table}$ ($7.07 > 1.96$), This means the Null hypothesis (H_0) is rejected. The writer can conclude that motivation has impact towards employees' turnover at PT. Sumatra Raya Sari Medan.

INTRODUCTION

In the globalization era where the growth of all companies around the world keep increasing, competition become unavoidable issue. Companies have to stay effective and efficient in their operation in order to survive. Human resources handle dominant role in the activities of the company. The success of a company in achieving its goals will depend on the ability of its human resources (employees) in doing their jobs. That is one of the reasons why all companies need to think on the best way to develop their human resources (employees) in order to push continuous growth of the company.

There are many kinds of motivation that manager can give to the employees. Not every employee are motivated by money, some are being motivated by other non-financial motivation, such as facility,

working hours, working environment. Due to the concept of law of individual differences, different people react to different incentives in different way. This means that people differ in personality, ability, values, and needs, and these differences manifest themselves in different reactions.

According to Bruce (2008:5): "The motivation has relation to the performance. If individuals are highly motivated, they will perform better. In turn, the employees' turnover will decrease."

Based on company sources, the last few months many employees who resigned from the job, and have not even had time to replace the company's employees who perform this turnover, some employees who still work also shows that there are indications the same, namely a desire to resign or get out of a job. The employees want more financial motivation by the company.

LITERATURE REVIEW

DEFINITIONS OF HUMAN RESOURCE MANAGEMENT

We often hear the term Human Resource Management, Employee Relations and Personnel Management used in the popular press as well as by experts. Whenever we hear these terms, we conjure images of efficient managers busily going about their work in glitzy offices. As mentioned by Cushway (2007:2): "HRM is both the art of managing people by recourse to creative and innovative approaches; it is a science as well because of the precision and rigorous application of theory that is required." Human Resource Management (HRM) consists of those activities designed to provide for and coordinate the people of an organization. These activities include determining the organization's human resource needs; assisting in the design of work systems; recruiting, selecting, training, and developing, counselling, motivating, and rewarding employees; acting as a liaison with unions and government organizations; and handling other matters of employee well-being. HRM is a modern term for what has been traditionally referred to as personnel administration or personnel management. The HRM process is an on-going procedure that tries to keep the organization supplied with the right people in the right positions, when they are needed. Human resource management (HRM) is Human resources – employees and the use of their skills in the company is readily acknowledged as the greatest resource that any business possess. The management of people is the most difficult aspect of any business and the cause of many problems.

DEFINITIONS OF MOTIVATION

Motivation is an attractive thing to study and have a wide constraint. There are many definitions given by the experts to define motivation. The definition of motivation actually based on the internal system in one people, such as needs, wants and motif. Motivation is a condition or energy that drives employees who directed or focused to achieve organization goal". According to Weihrich & Koontz (2007:369): "Motivation is a general term to the entire class of drives, desires, needs, wishes, and similar to forces". To say that manager motivates their subordinates is to say that they do things which they hope will satisfy these drives and desires and induce the subordinates to act in a desired manner. Motivation is a general term used to describe the process of starting, directing, and maintaining physical activities. Motivation is the concept we use when we describe the forces acting on or within an individual to initiate and direct behaviour. Motivation is part of a person's cognitive structure and is not directly observable. Motivation is the activation or energization of goal-oriented behaviour. According to Dongho in the Journal of Employee Motivation (2006:20): "The significance of employee motivation, influencing the behaviours of their employees to behave in certain way, can ultimately decide the success or failure of an organization." According to Rynes., Gerhart, Minette, Kathleen in the Journal of The Importance of pay in employee Motivation (2007:386): "Most managers (correctly) believe that the importance of pay depends on a number of variables, both situational (e.g. what others are paying) and individual (e.g. personality or performance level)". Motivation is a process that encourages people to perform at their maximum to achieve goals.

DEFINITIONS OF EMPLOYEES' TURNOVER

Nobilis (2008:132): "Employee Turnover is the number of permanent employees leaving the company within the reported period versus the number of actual Active Permanent employees on the last day of the previous reported period (physical headcount)". Mathis & Jackson (2011:160): "Employee

turnover is the process in which employees leave the organization and have to be replaced". Lopez (2012:540): "Measuring job satisfaction is often done by using likert scale by which an individual rates their level of job satisfaction". The number of employees leaving that is included in employee's turnover only includes natural turnover (resignation, termination, retirement), it does not reflect any redundancies. Planned redundancies are reported and explained separately if relevant for employee turnover.

Many factors play a role in the employee turnover rate of any company, and these can stem from both the employer and employees. Wages, company benefits, employee attendance, and job performance are all factors that play a significant role in employee turnover.

1. Performance : Absenteeism and Productivity Employees who are willing to do to change job, usually characterized by decreasing attendance. Level of responsibility of employees in this phase is very less compared to the previous. Another point it is characterized by a decreased level of productivity where employees look lazy, do not achieve the target, not eager to do the job, etc.
2. Behaviour: Increase in violation of labour discipline, Increase in protest against supervisor, lack of positive behaviours, such as high working spirit and high meetings participation which is very different from usual. Violations of the discipline in the work environment often conducted by employees who have will do the turnover. Employees are more likely to leave the workplace in office hours; employees are more prone to protest against company policy to superiors.

RELATIONSHIP BETWEEN MOTIVATION AND EMPLOYEE'S TURNOVER

Businesses with unmotivated employees often face low productivity and high turnover rates. Multiple theories help explain how workers are motivated and provide suggestions for how to increase motivation in the workplace. Understanding which theory best fits your employees may help improve small business by increasing employee retention rates and improving worker productivity. According to Bruce (2008:5): "The motivation has relation to the performance. If individuals are highly motivated, they will perform better. In turn, the employees' turnover will decrease".

Employee turnover is a natural part of doing business. It sometimes occurs because of dysfunctional situations in the workplace, and sometimes it is caused simply by changes in workers' personal lives. Employer turnover in itself somehow correlate with improving or declining motivation for the employees that remain, but the circumstances surrounding employee turnover can either benefit or damage the motivation of stable employee. Employee motivation theories attempt to create models to understand what motivates people to push their performance at work. Effective employee motivation can increase employees' productivity and loyalty; failing to put these theories into place can lead to increased employee turnover

METHODS

RESEARCH DESIGN

Research design is all process in planning and doing the research. A good research design is those that can result in a logical and systematic conclusion. The writer does the research to find the notes or the data that need to get some truth naturally, in getting data or notes, either primary or secondary, either qualitative or quantitative.

1. Descriptive method, this method is an analysis with the aim to determine, collect, classify, the obtained data so the writer can describe the results in the skripsi. The purpose of using this method is to test the hypothesis or to answer the question that is relevant with the current status or subject that being examined. In this research, the writer uses questionnaire and interview for collecting data.
2. Correlative research is designed to gather evidence about the influence relationships between two variables that exist in the research or study. The main sources of data for correlation research are interrogating respondents through questionnaires.

Population and sample

Population is the whole research object as the source of data with certain characteristic in the research. The population that the writer uses in this research is all the employees at PT. Sumatra Raya Sari Medan, which are all the employees from all departments (in total of 60 employees). Sample is the selection of a fraction of the total amount of units of interest to decision makers, for the ultimate purpose of being able to draw general conclusion about entire body of units. According to Arikunto (2006:134): “Untuk sekedar ancar- ancar maka apabila sumbernya di bawah 100 orang, lebih baik diambil semua sehingga penelitiannya merupakan penelitian populasi. Tetapi, jika jumlah subjeknya besar dapat diambil antara 10-15% atau 20-25% atau lebih (if the amounts of the subject less than 100, better take care the entire subject but if the subject more than 100, just take 10-15%, 20-25% or more)”. For this research, the writer take 100% of population, which are 60 employees from all departments. This sampling technique is called a census sampling because writer took all population as sample, so the sample is 60 employees.

DEFINITION OF OPERATIONAL VARIABLES

There are two types of variables:

1. Independent Variable Independent variable is one that influences the dependent variable in either a positive or negative way. The independent variable of this research is: motivation.
2. Dependent Variable The dependent variable is the variable of primary interest to the researcher. The dependent variable is employee's turnover.

DATA COLLECTION METHODS

To obtain data and information in writing this skripsi, the writer has gone through the following tasks in collecting the primary data and the secondary data. The primary data collection: the writer performs a field research to obtain the required primary data directly from the research object, the methods of the data collection are:

- a) Observing the day-to-day operations of the company in order to get the actual data.
- b) Distributing the Questionnaire, the tools to collect either qualitative or quantitative data from the respondents.

The Secondary Data Collection: the writer collects the secondary data by doing the library research, a research conducted by reading books, literatures, paper works, brochures, or knowledge and theories from the experts that are published, and scientific articles related to the theme and the case being studied for the research.

DATA ANALYSIS METHODS

The analysis method which used is the correlation analysis method or regression. The correlation is usually two related action, if want to measure about the strong of that two relation it must be write in the variable value, the example are x and y value. Where the descriptive statistic are as follows:

1. Validity test

Validity is a measure that shows the levels of validation. A valid instrument has a high validity; on the other hand, a less valid instrument has a low validity. The formula is:

$$r_{xy} = [n(\sum XY) - (\sum X)(\sum Y)] / \sqrt{\{[n(\sum X^2) - (\sum X)^2][n(\sum Y^2) - (\sum Y)^2]\}}$$

Keterangan

- r_{xy} = koefisien validitas
- n = jumlah responden
- X = skor setiap item
- Y = skor total
- $\sum XY$ = jumlah hasil kali X dan Y
- $\sum X$ = jumlah skor X
- $\sum Y$ = jumlah skor Y
- $\sum X^2$ = jumlah kuadrat skor X
- $\sum Y^2$ = jumlah kuadrat skor Y

2. Reliability Test

The purpose of this test is to determine the precision of a measurement (consistency) as measured by the variance of repeated measurements of the same object. To ensure the data is reliable, the writer uses Cronbach's Alpha formula in proving that the data are not error. The formula is shown below as follow:

$$\alpha = (k / (k - 1)) \times [1 - (\sum Si^2 / St^2)]$$

Keterangan

- α = Koefisien reliabilitas (Cronbach's Alpha)
- k = Jumlah item/ Pernyataan
- $\sum Si^2$ = Jumlah varians setiap item
- St^2 = Varians total skor

3. Correlation test

The author use Pearson coefficient correlation, this correlation test can be used to know the correlation between independent variable and dependent variable to test whether the hypothesis can be accepted or rejected. The formula is:

$$r = \frac{n\sum XY - (\sum X)(\sum Y)}{\sqrt{[(n\sum X^2 - (\sum X)^2)(n\sum Y^2 - (\sum Y)^2)]}}$$

Keterangan

- r = koefisien korelasi Pearson
- n = jumlah sampel
- $\sum X$ = jumlah seluruh nilai X
- $\sum Y$ = jumlah seluruh nilai Y
- $\sum XY$ = jumlah hasil perkalian X dan Y
- $\sum X^2$ = jumlah kuadrat nilai X
- $\sum Y^2$ = jumlah kuadrat nilai Y

4. Determination test

Determination test is tested in order to find out how the relation of variable X to the variable Y in the term of percentage. The result of correlation coefficient will determine the value of determination in percentage.

The formula is:

$$D = (r)^2 \times 100 \%$$

Which:

D = coefficient of determination

r = coefficient of correlation

5. Linear Regression Equation

Regression analysis is a statistical data technique that analyses the linear relationships between two variables by estimating coefficient for an equation for a straight line. The formula is:

$$Y = a + bX$$

Keterangan:

- **Y** = variabel terikat (dependen)
- **X** = variabel bebas (independen)
- **a** = konstanta (intersep)
- **b** = koefisien regresi (kemiringan/slope)

6. Hypothesis Test

Test of hypothesis is conducted by comparing the z-table value and the z counted value in order to test whether the value is accepted in certain area. z-test is used for sample size more than 30 people. The formula is:

$$Z = (\bar{x} - \mu_0) / (\sigma / \sqrt{n})$$

Keterangan:

- $\bar{x}$ = rata-rata sampel
- μ_0 = rata-rata hipotesis
- σ = simpangan baku populasi
- n = jumlah sampel

RESULTS

1. Validity Test

The test of data validity was done in order to know the validity of the questions in the questionnaires. According to Sugiono (2006:124): *"In validitytest take minimal 10 people, and can be more than ten people."* The test which was done collected **10 people** excludes the sample size.

Table 1.1

Table Pre-Test Table of Variable X-Motivation

Respondent	No. of Total Questionnaire Variable X					Total
	No.1	No.2	No.3	No.4	No.5	
1	4	5	4	5	4	22
2	2	4	3	4	2	15
3	4	1	4	1	4	14
4	2	2	3	2	2	11
5	2	2	2	2	2	10
6	2	2	2	2	2	10
7	2	1	1	1	2	7
8	1	1	1	1	1	5
9	1	1	1	1	1	5
10	1	1	1	1	1	5
Total						104

Table 1.2**Table Pre-Test of Variable Y**

Respondent	No. of Total Questionnaire for Variable Y						Total
	No.1	No.2	No.3	No.4	No.5	No.6	
1	4	5	5	5	4	4	27
2	4	4	4	5	3	3	23
3	4	5	3	4	4	4	24
4	4	4	4	4	4	4	24
5	4	5	4	4	4	4	25
6	3	3	4	3	3	3	19
7	4	5	4	3	4	4	24
8	4	5	4	3	4	4	24
9	4	5	5	5	4	4	27
10	4	5	5	5	4	4	27
Total							206

Table 1.3**Validity for Variable X**

Questions	Validity	Notes
1	0.87	Very High
2	0.86	Very High
3	0.91	Very High
4	0.86	Very High
5	0.86	Very High

The tables above is the results of validity test of each questions of variable X (Motivation) From question 1 to question 5, the value of the validity test is in within the scale of 0.81 – 1.00 which in the scales is indicated as very high.

Table 1.4**Validity for Variable Y**

Questions	Validity	Notes
1	0.76	High
2	0.78	High
3	0.65	High
4	0.74	High
5	0.65	High
6	0.65	High

The tables above is the results of validity test of each questions of variable Y (Turnover) From question 1 to question 6, the value of the validity test is in the scale of 0.61-0.80 which in the scales is indicated as high.

2. Reliability Test

The test of reliability is counted form the results of questionnaire for variable x and variable y. The reliability test is used to test whether the questionnaires are trustworthy enough or not. To ensure the data is reliable, the writer uses Cronbach's Alpha formula in proving that the data are not error. The calculation of the reliability test is as follows:

Table 1.5
The Reliability Test

Resp.	Variable X					Variable Y						Total	Square
	1	2	3	4	5	1	2	3	4	5	5		
1	4	5	4	5	4	4	5	4	5	4	4	48	2304
2	2	4	3	4	2	2	4	3	4	2	3	33	1089
3	4	1	4	1	4	4	1	4	1	4	4	32	1024
4	2	2	3	2	2	2	2	3	2	2	3	25	625
5	2	2	2	2	2	2	2	2	2	2	2	22	484
6	2	2	2	2	2	2	2	2	2	2	2	22	484
7	2	1	1	1	2	2	1	1	1	2	1	15	225
8	1	1	1	1	1	1	1	1	1	1	1	11	121
9	1	1	1	1	1	1	1	1	1	1	1	11	121
10	1	1	1	1	1	1	1	1	1	1	1	11	121
Total	21	20	22	20	21	21	20	22	20	21	22	230	6598
Square	55	58	62	58	55	55	58	62	58	55	62		

Alpha Formula:

$$\begin{aligned}
 \alpha &= \left(\frac{k}{k-1} \right) \left(1 - \frac{\sum \delta^2 \cdot b}{\delta^2 \cdot t} \right) \\
 &= \left(\frac{10}{9} \right) \left(1 - \frac{15.64}{130.8} \right) \\
 &= 0.97
 \end{aligned}$$

To check whether the questionnaires are reliable or not, we need to refer to the scale of reliability in data analysis method. The reliability is $0.97 > 0.80$ which means the questionnaires are good reliable or trustworthy and all the questions can be carried out.

3. Correlation Test

In order to count the product moment correlation, the writer needs to arrange a table as follows:

Correlations

	Motivation	Turnover
motivation	1	-.920**
Pearson Correlation		
Sig. (2-tailed)		.000
N	60	60
Employees	-.920**	1
Pearson Correlation		
Sig. (2-tailed)	.000	
turnover		
N	60	60

**. Correlation is significant at the 0.01 level (2-tailed).

From the calculation of correlation coefficient between Variable X (Motivation) and Variable Y (Employees' Turnover) the writer got the result of -0.92. It means that the Motivation has a significantly strong relation and negative (impact) towards Employees' turnover at PT. Sumatra Raya Sari Medan.

4. Determination Test

Next, in order to find out the impact of Motivation towards Employees' Performance, the writer can calculate it by the determination of correlative coefficient. The determination calculation is as follows:

Model Summary

			Adjusted R Square	Std. Error of the Estimate
Model	R	R Square		
1	-.920 ^a	.8464	.698	1.538

a. Predictors: (Constant), Motivation

The impact percentage of Motivation towards the Employees' Turnover is 84.64% and the remaining percentage 15.36% were affected by other factors which were not discussed in this research.

5. Linier Regression Equation

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	16.64	-.90	
Total_X	-.563	.061	-.920

a. Dependent Variable: Buying Behavior

$$Y = 16.64 - 0.563X$$

$$X=0 \longrightarrow Y= 16.64 - 0.563(0) = 16.64$$

$$X=1 \longrightarrow Y= 16.64 - 0.563(1) = 16.077$$

$$X=2 \longrightarrow Y = 16.64 - 0.563(2) = 15.514$$

$$X=3 \longrightarrow Y = 16.64 - 0.563(3) = 14.951$$

6. Hypothesis Test

Here, the writer used the z test to test the hypothesis, whether to be accepted or to be rejected. The calculation is as follows:

$$r = \frac{0.92}{\sqrt{60-1}}$$

$$= \frac{0.92}{0.13}$$

$$= 7.07$$

From the calculation above, the writer got $z=7.07$. The $z_{count} > z_{table}$, which z_{table} is 1.96, this means the Null hypothesis (H_0) is rejected and the alternative (H_a) is accepted. The writer can conclude that the Motivation has impact towards Employees' turnover at PT. Sumatra Raya Sari Medan.

DISCUSSION

From the calculation of the results from the questionnaires, the writer concludes the results as follows:

1. From the results of validity test, the validity test of the questions of variable X (Motivation) got very high validity and variable Y (Employees' turnover) got the value of High validity.
2. From the result of descriptive statistics of variable X, the mean is 9, it means averagely, the respondents answered strongly disagree with the motivation implemented by PT. Sumatra Raya Sari Medan. The median value is 10; this means the respondents disagree with the motivation implemented by PT. Sumatra Raya Sari Medan. The mode is 10, this means mostly of the respondents answered Disagree with the Motivation implemented in PT. Sumatra Raya Sari Medan.
3. From the result of descriptive statistics of variable Y, the mean is 24.5 which mean averagely, the respondents answered agree that Motivation has impact on employees' turnover at PT. Sumatra Raya Sari Medan. The median value is 25, this means the respondents agree that motivation has impact on employees' turnover at PT. Sumatra Raya Sari Medan. The mode is 26, This means mostly of the respondents answered strongly agree that motivation has impact on employees' turnover at PT. Sumatra Raya Sari.
4. The reliability is $0.97 > 0.80$ which means the questionnaires have good reliability or trustworthy and all the questions can be carried out.
5. From the calculation of correlation coefficient between variable X and Variable Y, the writer got the Motivation has a **significantly strong negative relationship (impact) towards Employees' turnover** at PT. Sumatra Raya Sari Medan.
6. From the linear regression calculation, variable X and variable Y has an inverse comparison, it means if the motivation is high then the employee's turnover is low.
7. The percentage relationship between Motivation and Employees' turnover at PT. Sumatra Raya Sari Medan is 84.64% and the remaining percentage of were impacted by other factors which were not discussed in this skripsi.
8. From the hypothesis test, the writer got $z_{count} > z_{table}$, which means the Null hypothesis (H_0) is rejected and the alternative (H_a) is accepted. The Motivation has impact towards Employees' turnover at PT. Sumatra Raya Sari Medan.

CONCLUSION

There is impact between motivations towards employee's turnover in PT. Sumatra Raya Sari based on the calculation of correlation test which is strong negative impact.

RECOMMENDATION

Based on the conclusion mentioned at the previous statement, the low answer from the questionnaires, the writer uses them as recommendations. The recommendations are as follows:

1. As there is a relationship between motivation (financial positive) and employees' turnover, the company has to increase the salary such as raise the salary every year to the employees in order to decrease the employees' turnover
2. The company has to offer monthly bonus to the employees. The company can increase the employees who have been working long time such as for more than 3 years and above as financial motivation is the effective way to decrease the employees' turnover.
3. The company offers the interesting overtime payment per hour and gives meal fees to the employees so the employees who work overtime will be happy which will lead to the decrease of employees' turnover.
4. The company offers more often incentive salary pay as a bonus paid when specified performance objectives are met. This may decrease the employees' turnover rate.
5. The company provides meal allowances to the employees and mobile phone allowances for the employees with fixed amount to the employees

BIBLIOGRAPHY

- Arikunto, S. (2006). *Prosedur Penelitian Suatu Pendekatan Praktik*. 6 th Revision edition. Jakarta: Rineka Cipta
- Bruce, A. (2008). *Human Resource Management*, United States of America: Pearson Prentice Hall
- Cushway, B. (2007). *Human Resource Management*. United States of America: McGraw-Hill International Edition
- Davis, K. (2008). *Organizational behaviour*. United States of America: McGrawHill International Edition
- Dessler, G. (2007). *Human Resource Management*. United States of America: McGraw-Hill International Edition
- Dongho, K. (2006). Employee Motivation: "Just Ask Your Employees", *Seoul Journal of Bussiness*, Volume 12, Number 1
- Kotler, P. (2007). *Marketing Management*. Twelfth Edition. States of America: Pearson International Edition
- Lopez, S.J. (2012). *The Encyclopedia of Positive Psychology*. United Kingdom: Blackwell Publishing Ltd.
- Mathis, R.L., & Jackson, J.H. (2010). *Human Resource Management*, United States of America: Pearson International Edition
- Nobilis. P. (2008). *Human Resource Management*. United States of America: Pearson International Edition
- Rynes, S.L., Gerhart, Barry, & Minette, Kathleen A., 2004, The Important of Pay in Employee Motivation: Discrepancies Between What People Say and What They Do. *Human Resource Management Journal*, 43, 381- 394
- Wood, C. (2008). *Human Resource Management*. USA: McGraw-Hill International Edition
- Wehrich, H., & Konntz, H. (2005). *Essentials of Management*, Los Angeles: McGrawHill Education